

LEADER'S GUIDE

2013

FINAL REPORT

***Mayor and
City Council***



***Hermosa Beach, California
February 2013***



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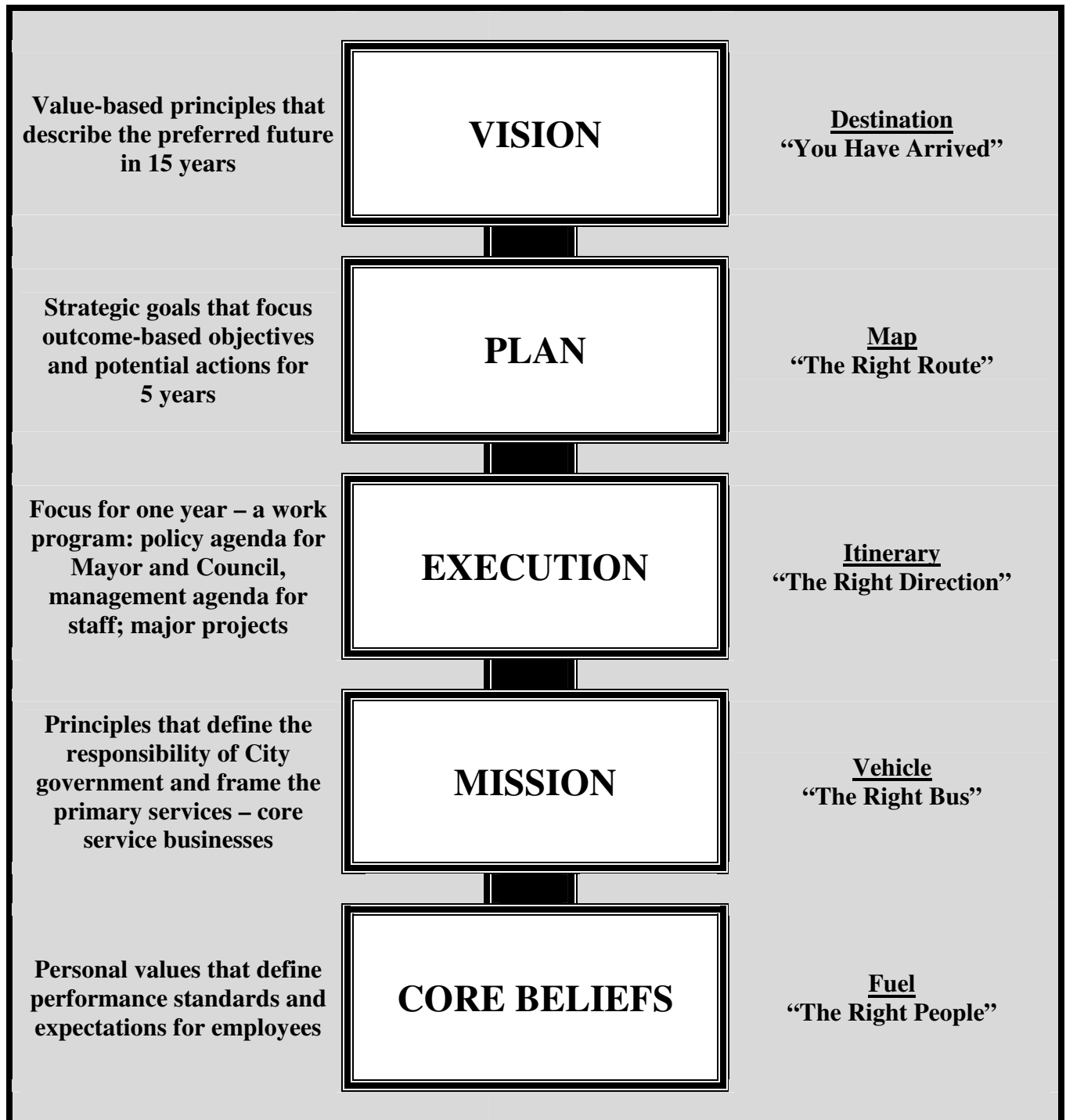
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SECTION 1

STRATEGIC PLANNING FOR THE CITY OF HERMOSA BEACH

STRATEGIC PLANNING MODEL



SECTION 2

LOOKING TO HERMOSA BEACH'S FUTURE

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Looking to Hermosa Beach's Future Departmental View

MAJOR CHALLENGES

Hermosa Beach, California

December 2012

DEPARTMENT: City Manager's Office

From your department's perspectives, what are the major challenges facing the city over the next 5 years?

- Valuing Employees (Much more than just pay issues)
- Defining Public Safety Goals
- Assessing and prioritizing service levels
- Addressing infrastructure deficiencies in the civic center and public works area
- Encouraging community engagement regarding large decisions
- Framing policy direction relating to development decisions
- Reaching balance between bar impacts and residents

MANAGEMENT IN PROGRESS 2013 PROJECTS AND ISSUES Hermosa Beach, California December 2012

DEPARTMENT: City Manager's Office

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Mid-year budget review – Review of resources and service levels
- 2 Open Recruitment of Police Chief Position
- 3 Hiring of Assistant To the City Manager (Community & Human Resources)
- 4 Oil application review and EIR
- 5 Civic Center and Downtown Project Study

MAJOR CHALLENGES

Hermosa Beach, California

December 2012

DEPARTMENT: Community Development

From your department's perspectives, what are the major challenges facing the city over the next 5 years?

- Processing a complex project and preparing voters to make an informed decision on the oil development project – and implementation of project if approved.
- Civic Center/Downtown Strategic Economic Development Plan and related issue regarding relocation of City Yard.
- Managing the various impacts related to late-night establishments in downtown area and elsewhere (improve enforcement/compliance, while recognizing need for flexibility by business to support economic vitality).
- Maintain service levels with reduced staff, and retaining and managing consultants where needed to improve efficiencies and respond to challenges. Build internal capacity by maintaining core staff positions providing internal capacity with knowledge and commitment to City of Hermosa Beach.
- Managing and processing multiple, complex entitlement requests for anticipated major new development projects (hotels, large commercial project at PCH/Aviation, trans-Pacific cable crossing, etc.) with limited resources. Includes managing public engagement, multiple EIR's processes, and managing the design and construction processes.
- Coordination with Public Works Department on infrastructure planning and improvements (streets, sewers, city maintenance facility, energy conservation, etc.)
- General Plan and BEACH Land Use Plan Update (including preparation and integration of Climate Action Plan. Managing a process with broad public engagement leading to a relevant and user friendly Plan.
- Provide staffing, resources, and space needs to efficiently meet these challenges.
- Prepare and adopt Housing Element update by October 2013. Prepare and adopt 2012 Housing Element code amendments (prior to October 2013).
- Systematically implement Sustainability Plan adopted by the City along with other green measures.

- Coordination among departments to implement new storm water quality permit.
- PCH/Aviation improvement project – managing the Committee and coordinating with other City departments in preparation and implementation of an improvement plan.
- Prepare Climate Action Plan and implement Carbon Neutral Goals. Orient the city toward viewing actions through a ‘sustainability’ lens.
- Climate change issues and vulnerabilities due to sea level rise and other effects, and start community discussion of the issues and adaptation strategies. Integrate into General Plan/BEACH Land Use Plan Update.
- Increase customer access to information and permits through website, with goal of expanded online permitting systems.
- Comprehensive cleanup of Zoning Code (short-term if resources were available).
- Maintaining forward movement on adopted plans such as Livability Plan, South Bay Bicycle Master Plan, Sustainability Plan, etc.
- Grant tracking and writing resources to support identified goals.
- Implement needed technology upgrades – permit tracking software, phone system, etc.
- Keep abreast of new State and Federal Laws and implementation and grant opportunities.

MANAGEMENT IN PROGRESS 2013 PROJECTS AND ISSUES Hermosa Beach, California December 2012

DEPARTMENT: Community Development

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Ongoing oversight of increasing development and construction activities, starting from concept phase through permitting and construction this involves staffing the public counter, fielding questions, reviewing plans, issuing permits.

Ongoing oversight of public information and outreach related to all Community Development related activities.
- 2 Ongoing processing/management of major development projects – oil development project including City maintenance yard relocation issues, pre-application conferences for development at PCH/Artesia, hotel sites.

Late night on-sale alcohol establishments Action Plan – CUP reviews/hearings, enforcement including food sales audits
- 3 Reviewing software upgrade options in preparation towards web based permit inspection programs, issuance, and tracking.
- 4 Clean sweep enforcement actions and ongoing follow up.
- 5 Coordination with other departments on many fronts including assisting Public Works staff for inspections, Police Department related to enforcement issues, Community Resources for permitting/inspection of special events.

Other enforcement initiatives relating to sign proliferation, property appearance, etc.

General Plan/BEACH Plan Update consistent with grant award (as noted above).

Civic Center / Downtown Strategic Economic Development Plan (as noted above).
Solid Waste Services contracting process oversight.

PCH/Aviation improvement project – managing the Committee and coordinating with other City departments in implementation of an adopted Plan.

Housing Element preparation and adoption in 2013.

Prepare Climate Action Plan and implement Carbon Neutral Goals. Orient the city toward viewing actions through a 'sustainability' lens.

Blue Zones' (Vitality City) coordination/implementation. Systematically implement Sustainability Plan adopted by the City along with other green measures.

Polystyrene ban outreach and education.

INITIATIVES 2013: SHORT-TERM ISSUES AND PROJECTS Hermosa Beach, California December 2012

DEPARTMENT: Community Development

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 See "challenges" noted above. All have immediate implications or important steps for 2013.

Management and processing of oil development project.
- 2 CUP Review – revocation/modification hearings
- 3 Selecting consultant and moving ahead on Downtown/Civic Center Strategic Plan.
- 4 RFP and selection of General Plan/CLUP consultant, and accomplish Task 2 of Update in compliance with grant requirements.
- 5 Prepare and adopt 2012 Housing Element code amendments (prior to October 2013).

Housing Element preparation and adoption in 2013.

Adoption of Climate Action Plan, road map for implementing near-term carbon neutral goals, and accomplishment of targeted measures.

Management and processing of other major projects with significant community implications, esp. involving EIRs.
- 6 Update permit-tracking software to take advantage of new products on the market----enable GIS base permit processing trackers, interdepartmental, etc.

Records management. Comprehensively address digital storage and back up of critical city files and records.

Address staffing and space needs.

MAJOR CHALLENGES

Hermosa Beach, California

December 2012

DEPARTMENT: Community Resources

From your department's perspectives, what are the major challenges facing the city over the next 5 years?

- Maintaining the same level of recreation services with decreases in staff levels
- Maintaining or possibly increasing number of special events held each year
- Impacts of possible oil drilling and how it will directly relate to recreational opportunities throughout the city (including special events)
- Continuing to expand recreational programs due to budget restrictions and reductions in the School District funds (due to the elimination of their programs/services as a direct result)

MANAGEMENT IN PROGRESS 2013

PROJECTS AND ISSUES

Hermosa Beach, California

December 2012

DEPARTMENT: Community Resources

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 **Community Theatre** – under review by Parks and Recreation Subcommittee to analyze current management and policies of the facility. Will be making suggestions for future management practices in 2013.
- 2 **Community Center User Policies Update**
 - **Gymnasium Renter** policy update to include more specific language and requirements from each group.
 - **Hermosa Beach Youth Basketball League** User Policy update
 - **Skate Park** Management and Staffing requirements update
- 3 **Outdoor Instructor Permit Program** – to be used for all outdoor classes taking place, which allows multiple classes to take place throughout the city instead of on a contract basis.
- 4 Continuing of the city's '**Go Green**' efforts with Surfer's Walk of Fame nomination process.
- 5 **Special Event** process and policy implementation program to streamline the planning, management, and oversight of city events.
- 6 **Expansion of the P.A.R.K.** (Positive, Active Recreation for Kids) After School Program to ensure the program goals are still being met at two locations and with additional children.
- 7 Processing and budgeting **step increases for part-time employees** (first time in over three years)
- 8 Hiring of **Department Head** – Assistant to the City Manager

INITIATIVES 2013: SHORT-TERM ISSUES AND PROJECTS Hermosa Beach, California December 2012

DEPARTMENT: Community Resources

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 City-Wide Goals to create direction for staff
- 2 Workshops between City Council and the different Commissions to ensure the same direction in policy and program implementation.
- 3 Clear direction/guidelines for Special Event implementation to help during the planning/approval process.
- 4 South Park remodel and opening
- 5 Community Garden organization and opening
- 6 Employee positions/titles review due to staff decreases and additional responsibilities
- 7 Attention to Community Theatre in regards to budgeting and upgrades
 - Create building improvement schedule
 - Create budgeted Community Theatre spending account for equipment, etc.

MAJOR CHALLENGES

Hermosa Beach, California

December 2012

DEPARTMENT: Finance Department

From your department's perspectives, what are the major challenges facing the city over the next 5 years?

- Proposed Oil Project
- Balancing Budget, Maintaining Service Levels, Maintaining Employee Morale
- Balancing Staffing Issues with Available Funds (Level of staffing and compensation)
- Providing Funding for Deferred Building, Equipment and Infrastructure Needs
- Proposed Projects for Hope Chapel Property and Mermaid
- Civic Center Complex Project
- Contracting with County for Sewer and Storm Drain Services
- Coverage for Personnel Director and Community Services Director with Assistant to the City Manager Position

MANAGEMENT IN PROGRESS 2013 PROJECTS AND ISSUES Hermosa Beach, California December 2012

DEPARTMENT: Finance Department

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Award/Implementation of New Phone System
- 2 Analysis/Issuance of Pension Obligation Bonds
- 3 Implementation of E-Payables with Bank of America
- 4 Implementation of Replacement Purchase Order System
- 5 50%/50% Food and Beverage Audits for Alcohol Establishments
- 6 Participation in New Solid Waste Provider Selection Process
- 7 Participation in Meetings with County Regarding Outsourcing Sewer System
- 8 Installation of Credit Card Meters on Pier Avenue
- 9 Review of Pension with Outside Actuary and Independent Firm
- 10 Production of Budget in Brief Brochure

INITIATIVES 2013: SHORT-TERM ISSUES AND PROJECTS Hermosa Beach, California December 2012

DEPARTMENT: Finance Department

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 Selection/Implementation of Replacement Cash Register System
- 2 Selection/Implementation of Online Animal License System
- 3 Development of New Financial Policies
- 4 IT Disaster Recovery Plan
- 5 Evaluate Purchasing Cards
- 6 Improvement in Monthly Financial Reporting to City Council
- 7 GFOA Budget Award (maybe be beyond 2013)
- 8 Obtain City Council Approval for Increase in TOT in Advance of a Hotel Proposal for the Mermaid Site
- 9 Research Forecasting Software

MAJOR CHALLENGES

Hermosa Beach, California

December 2012

DEPARTMENT: Fire

From your department's perspectives, what are the major challenges facing the city over the next 5 years?

- Inadequate facilities (limited space, building safety/current standards issues)
- Organizational capacity: The organization does not have the capacity to meet demands, operationally or administratively.
- FD meeting response time standard of 5 minutes or less for EMS incidents 90% of the time.
- FD meeting response time standard of 5 minutes 20 seconds or less for fire incidents 90% of the time.
- Records management system and outcome determination.
- Uncertainty involving the Oil Project.
- Having staff to manage volunteer organizations (HBDSW).

MANAGEMENT IN PROGRESS 2013 PROJECTS AND ISSUES Hermosa Beach, California December 2012

DEPARTMENT: Fire

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Update and revision of policy manual that incorporates current laws.
- 2 Regional Training Group (RTG) formation.
- 3 Update Respiratory Protection Plan.
- 4 Implement department Strategic Plan.
- 5 OARRS implementation and training (Operational Area Response & Recovery System).
- 6 Installation of Smart Classroom technology in EOC.
- 7 Developing regional training manual in conjunction with ES, MB, RB and Torrance.
- 8 Fire station renovation (electrical repairs and upgrades; update paging/lighting system for 911 incidents; replace apparatus bay doors; repair apparatus bay floor cracks) and traffic signal restoration.
- 9 UHF/VHF portable radio grant via LA County Fire.
- 10 Electronic patient care reporting (ePCR) implementation.
- 11 Records management system (RMS) update and expansion: Move all inspections, training, and apparatus and equipment maintenance records to digital database.
- 12 Phase II of EOC construction (room next to existing EOC)
- 13 Develop Intern program.
- 14 Develop mentoring program with El Camino College (fire academy graduates who would volunteer to perform administrative work at fire station).

INITIATIVES 2013: SHORT-TERM ISSUES AND PROJECTS

Hermosa Beach, California

December 2012

DEPARTMENT: Fire

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 Consider reauthorization and funding of Assistant Fire Chief position and/or an additional firefighter on each shift and changing staffing model to staff two engines with one "jump-staffing" the paramedic ambulance; this model would increase supervisory capabilities (two captains per shift, instead of one), allowing for the expansion of the AO/FI Program to include Fire Reserves who would be assigned as the fourth person on each engine.
- 2 Accreditation: Use a third-party consultant to conduct a joint standard of cover (SOC) study with MB and RB.
- 3 FD Strategic Goal 6: Authorize HBFD to initiate accreditation and self-assessment based on the Commission for Public Safety Excellence model; this would be a 3 to 5 year process, but could be initiated in 2013.
- 4 Automatic/mutual aid agreement review and update with MB and RB.
- 5 Develop a citywide social media policy that enables departments to establish a presence on that platform to deliver timely information to the community.
- 6 FD, PD, PW and Community Development develop Community Hazards Emergency Response-Capability Assurance Process (CHER-CAP) maps.
- 7 Begin review and update of emergency operations plan (EOP); update is due in 2014.
- 8 Develop hazard mitigation plan (this has been shelved due to lack of organizational capacity).
- 9 Complete Spontaneous Volunteer Annex for inclusion in EOP.
- 10 Obtain Council support of HBFD's strategic plan.
- 11 FD Strategic Plan Goal 2: Develop Community Outreach Plan (COP).

- | | |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 12 | FD Strategic Plan Goal 4: Develop a Facilities Plan. |
| 13 | Address delayed equipment replacement: Ambulance and fire engine. |
| 14 | EOC construction, phase 2: Remodel large storage room next to EOC to include restroom facilities, breakout rooms for EOC staff and Council briefings; rest/sleep areas for EOC staff; etc. |
| 15 | FD Strategic Plan Goal 1: Improve employee morale. |
| 16 | FD Strategic Plan Goal 5: Address decreased ISO score (rating remains a 4, but the department is now 3.72 points from falling to Class 5). |

MAJOR CHALLENGES

Hermosa Beach, California

December 2012

DEPARTMENT: Personnel

From your department's perspectives, what are the major challenges facing the city over the next 5 years?

- Keeping morale up
- Explaining increasing benefit costs to employees
- Repairing areas of the city that need repair in order to prevent liability claims
- Provide opportunities for employee training in various areas

MANAGEMENT IN PROGRESS 2013 PROJECTS AND ISSUES Hermosa Beach, California December 2012

DEPARTMENT: Personnel

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- | | |
|---|-----------------------------------|
| 1 | Insurance Open Enrollment |
| 2 | Planning employee events for 2013 |

**INITIATIVES 2013:
SHORT-TERM ISSUES AND PROJECTS
Hermosa Beach, California
December 2012**

DEPARTMENT: Personnel

Please list issues or projects that you would like for the city to address this next year 2013.

- | | |
|---|---------------------------------------------------------|
| 1 | Implement (re-start) an "Employee of the Month" program |
|---|---------------------------------------------------------|

MAJOR CHALLENGES

Hermosa Beach, California

December 2012

DEPARTMENT: Police

From your department's perspectives, what are the major challenges facing the city over the next 5 years?

- Increased traffic issues, including potential gridlock.
- Improved parking control.
- Increase in transient population.
- Additional burden of keeping the Community Center safe.
- Focusing on keeping restaurants and taverns working within their CUP.
- Need to hire additional police officers.
- Improving regional and local crime analysis.
- Additional digital cameras to monitor traffic and crime issues.

**MANAGEMENT IN PROGRESS 2013
PROJECTS AND ISSUES
Hermosa Beach, California
December 2012**

DEPARTMENT: Police

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- | | |
|---|---------------------------------------------------------------------------------|
| 1 | Additional and/or improved digital cameras to monitor traffic and crime issues. |
|---|---------------------------------------------------------------------------------|

**INITIATIVES 2013:
SHORT-TERM ISSUES AND PROJECTS
Hermosa Beach, California
December 2012**

DEPARTMENT: Police

Please list issues or projects that you would like for the city to address this next year 2013.

- | | |
|---|---------------------------------------------------------------------------------------------------------------|
| 1 | A secure police building within City Hall, including a secure area for police and community service vehicles. |
|---|---------------------------------------------------------------------------------------------------------------|

MAJOR CHALLENGES

Hermosa Beach, California

December 2012

DEPARTMENT: Public Works

From your department's perspectives, what are the major challenges facing the city over the next 5 years?

- Retaining and hiring qualified and experience employees.
- Staffing – lack of staff is challenging for everyone in the department, we are all spending our time simply reacting to circumstances instead of planning our activities in a manner that is more efficient and effective. Only the immediate needs are being addressed and other matters while not pressing are not being completed until absolutely required, for example department policies records management, in depth budget monitoring and analysis, project management/planning, training, and succession planning, staff oversight, oversight of maintenance contracts, etc. If the City does not change course and take corrective measures, negative impacts can have a spillover effect into forward years.
- Morale – the last several years of the economic downturn have been very challenging for all staff. The two rounds of early retirement/staff reductions have left everyone doing more with less. Furthermore, the lack of planning and/or follow-up evaluation to determine the effects of the early retirement program or the elimination of staff positions has had a disproportionate effect on Public Works. In addition, Staff has witnessed Council targeting fellow employees for public reprimands, discussing wage reductions, and further staff reductions. There has been little or no effort by Council to even express appreciation or support for staff's additional tasks and effort to deal with all the reductions and extra work. This type of working relationship does not foster employees to seek out additional assignments/challenges and severely undermines staff morale. These conditions also contribute to work-related stress.

Employee fatigue due to lack of proper treatment by the City Council and financial setback has caused a negative impact, which must be corrected for the City to advance. Employee fatigue due to increased workload and continuously having to operate at a reactive mode. Maintaining an optimum level of service with a shortness of staff is difficult to achieve and physically/emotionally taxing.

Lack of an organization chart and hierarchy in the department. No promotional opportunity for valued or future employees. It is uncertain if the city's goal is to continue to outsource staff or to hire permanent positions.

- Lack of training – reduction in training time and budget prevents staff from developing the skills required to keep up with changes and implement new strategies. Lack of staff coverage makes it difficult to schedule training.
- The City has been operating as status quo for some time and feels that it has become stagnant.
- Improper budget allocations – we don't have the time to address this issue but it is critical if future resources are to be used in the most effective manner. For example, allocations have not changed in many years even though changes in the field/staffing have occurred over time.
- Old software – Landport, permitting, and records management software is outdated. Landport does not provide field staff an efficient way to record their work or the problems they encounter while out in the field. The permitting software does not allow for tracking of plans through Community Development and Public Works. We lack records management software such as timely scanning of plans and other records. Software to manage documents and workflow is crucial to further efficiencies. Lack department software to able to view productivity levels, analyze performance issues, and track service levels. We should continue to invest and expand GIS technologies both in Public Works but also to help support the efforts of other departments.
- Lacking method to capture customer satisfaction. While complaints are easily reported we lack a way to capture positive feedback. Staff is working very hard with limited resources and meeting the needs of the residents but this is not represented in a concrete way.
- To study the city's street sweeping parking restrictions and schedule (citywide) in order to develop efficiencies that may contribute to greater parking access and possible increased revenues.
- Implementation of trash and marine debris TMDL along with implementation of the new MS4 permit requirements.
- Increased maintenance and repairs to the Municipal Pier.
- Foresee increased Staffing shortage or increased workload due to upcoming major private development projects, increased regulatory oversight due to new MS4 permit and Wastewater Discharge requirements, providing support to other departments.
- ADA Transition Plan
- Citywide Speed Survey
- Enforce standards on unpermitted citywide encroachment for ADA compliance, establish and enforce sidewalk accessibility standards. Develop citywide street or right-of-way master plan that develops standards and identity for each street segment or neighborhoods.

MANAGEMENT IN PROGRESS 2013

PROJECTS AND ISSUES

Hermosa Beach, California

December 2012

DEPARTMENT: Public Works

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Beach Restrooms change order for railing is being completed. The project will be going to City Council for Acceptance in December.
- 2 Time Warner Cable Company, SCE, Gas Company and Water Company are all doing Infrastructural Improvements in the City.
These projects are permitted and being monitored for Traffic Control, Clean Up, and Quality Restoration of the City properties including public safety and convenience.
- 3 Private and Utility Company Improvements plan checking is an on-going task.
- 4 Public Works Associate Engineer has provided training and coverage for vacant Public Works Inspector position in addition to his assigned tasks.
- 5 Preparing RFP's, reviewing proposals, interview, select, and review consultant work and oversee professional service contracts.
- 6 Ensuring compliances and implementation of the MS4 permit City-Wide. Working with the City's environmental consultant to develop the City's new NPDES program in compliance with the recently issued Stormwater Permit.
- 7 Performing project management duties as needed for CIP projects.
- 8 Providing peer review and support to the other staff and departments.
- 9 Schedule to replace street lights from 27th St. to 35th St. on Hermosa Ave with energy efficient lights.
- 10 Hermosa View Safe Route to School is advancing on schedule from design phase to construction.
- 11 Reviewing and revising specifications for contract service contracts to go out to bid

- 12 Preparing specs for Pier restroom door replacement
- 13 Maintaining work schedules, ordering material, identifying and solving field-related problems
- 14 Community Center and Clark Field electrical upgrades. Community Center Rewiring project in bidding phase with construction estimated to start in February 2013.
- 15 City wide sanitary sewer line cleaning
- 16 Working with Los Angeles County Department of Public Works regarding feasibility of annexing maintenance of the City's sewer network to their sewer maintenance district
- 17 Interacting with the adjacent Cities, Blue Zones/Beach Cities Health District, South Bay Bike Coalition to further action on the Aviation Blvd. Bike Study and implementation of bike network in accordance with So. Bay Bike Master Plan and South Bay City's Livability Plan.
- 18 Working with Jurisdictional Districts 5 and 6 to solve joint water quality issues in the Santa Monica Bay Watershed.
- 19 Finding funding opportunities to upgrade the City's facilities to develop increased energy savings and reduce carbon footprint.
- 20 Preparing RFP's for Street Sweeping, Janitorial Services, Landscaping and Sewer Cleaning Services. Contracts to expire in 2013.
- 21 Project Management of the City's Measure R

INITIATIVES 2013: SHORT-TERM ISSUES AND PROJECTS Hermosa Beach, California December 2012

DEPARTMENT: Public Works

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 Resolve Employees MOU with majorities' satisfaction as soon as possible. It has taken a toll from the staff.
- 2 Provide more staffing to tackle budgeted projects to produce good result without compromising the quality of the projects.
- 3 Hiring recommendation includes Public Works Inspector/Engineering Technician, Engineer, Maintenance Crew, and a clerk typist. Consider the hiring of a purchasing agent to assist city hall staff with procurements, solicitation of bids, etc. Considerable amount of staff time is spent chasing bids, preparing RFP's, and preparing purchase orders instead of focusing on more crucial and pertinent tasks.
- 4 Establish a three or five year plan strategic plan.
- 5 Please address the way City Yard staff salaries are allocated within divisions, it does not reflected the correct percentage per worker and should not be used in determining an accurate account of duties performed and is detrimental when outsourcing is an issue.
- 6 Assess how the early retirement incentive has disproportionately affected our department
- 7 Replacing trash cans city wide, replacing Plaza benches and lights
- 8 Resolve status of the 14th and Strand restrooms.
- 9 Continue with City wide street light upgrades
- 10 Have employee paid deductions for health insurance be made before taxes
- 11 Close City Hall between the Christmas and New Years Holidays. This time period has been historically slow and is challenging for Staff to schedule time off with families. Provide minimum and/or essential Staff levels

- 12 Adopt a paperless policy.
- 13 Adopt a paperless payroll process (to maximum extent possible).
- 14 Request suggestions from Staff that result in increased revenues that don't require increasing fees. Possibly attach a monetary bonus.

SECTION 3

HERMOSA BEACH VISION 2028

City of Hermosa Beach Vision 2028

HERMOSA BEACH 2028
is The Best Little Beach City!⁽¹⁾

Our Hometown Spirit,⁽²⁾
Our Beach Life Style,⁽³⁾
Our Eclectic Downtown,⁽⁴⁾
Our Vibrant Entry Corridors⁽⁵⁾
Our Commitment to Environmental Sustainability,⁽⁶⁾

MAKES US DIFFERENT AND SETS US APART.

Vision 2028

Guiding Principles

PRINCIPLE 1

THE BEST LITTLE BEACH CITY

► Means

1. Appreciation of diverse, contrasting, relaxed life styles
2. Small, compact city distinct from others
3. Pacific Ocean and our beach serving as the focal point of Hermosa Beach
4. Preservation and celebrating the history and heritage of Hermosa Beach
5. Choice of housing options: residences along the Strand, beach bungalows, multi level homes with great views of the ocean, and residential neighborhoods
6. All feeling welcome in our community
7. Top quality, small hotel(s) for our visitors
8. Place for innovators, champions, and iconoclasts to enjoy life and excel

PRINCIPLE 2	HOMETOWN SPIRIT
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► **Means**

1. All generations feel at home and bring energy to our community
2. Neighborhood schools providing top quality, nationally recognized educational programs
3. Residents and community base belong to, are engaged in, and contribute to our community
4. Locally owned businesses participate in and contribute to our community
5. Residents feeling and being safe at home and throughout the city
6. Residents knowing and helping their neighbor
7. Small locally owned commercial areas serving the neighborhood and visitors

PRINCIPLE 3	BEACH LIFE STYLE
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► **Means**

1. Casual life style: flip flops, shorts, sun tan lotion
2. Residents and visitors value our beach
3. Emphasis on outdoor healthy living and activities
4. Clean beach, clean ocean
5. Strong community events and festivals: some for our residents and some drawing visitors
6. Easy, convenient beach access for all
7. Enjoying the ocean, playing volleyball or walking on our beach
8. The Strand
9. Opportunities to meet people, to socialize and to enjoy sunsets

PRINCIPLE 4	ECLECTIC DOWNTOWN
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► **Means**

1. Unique, locally owned retail shops offering a variety of products
2. Well maintained, artistic, attractive public spaces
3. Downtown as a community focal point and destination-near our beach
4. Pedestrian friendly and walkable area
5. Increased day time commercial population
6. New Civic Complex and Pier Plaza as anchors for Downtown
7. Locally owned quality dining and entertainment venues

PRINCIPLE 5	VIBRANT ENTRY CORRIDORS
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► **Means**

1. Modern, well designed commercial centers with viable businesses serving the needs of residents and drawing others to Hermosa Beach
2. Attractive, well maintained entrances, streetscapes and medians that signify that you are in Hermosa Beach
3. Expanded commercial tax base
4. Professional and small business office spaces
5. Positive environment for business investment along the corridors

PRINCIPLE 6	COMMITMENT TO ENVIRONMENTAL SUSTAINABILITY
--------------------	---------------------------------------------------

► **Means**

1. Stewardship of natural resources: beach and living environment
2. Use of alternative energy sources within the City
3. Reduced dependence upon the automobile through the use of alternative transportation modes
4. Bike lanes and sidewalks connecting community destinations
5. Water conservation and reuse throughout the city
6. Carbon neutral municipality as an example of “best practice”

Hermosa Beach Feel/Character

**In an attempt to describe the indescribable, our
residents take pride in using the words:
bohemian, funky, quirky, gritty, laid-back, low key,
innovative, artistic, and...**

Vision 2028

Guiding Principles

PRINCIPLE 1

BEST LITTLE BEACH CITY

► Means

1. Appreciation of diverse, contrasting, relaxed life styles
2. Small, compact city distinct from others
3. Pacific Ocean and our beach serving as the focal point of Hermosa Beach
4. Preservation and celebrating the history and heritage of Hermosa Beach
5. Choice of housing options: residences along the Strand, beach bungalows, multi level homes with great views of the ocean, and residential neighborhoods
6. All feeling welcome in our community
7. Top quality, small hotel(s) for our visitors
8. Artists, crafters, performers, and the best innovative champions in the world live here and contribute to the quality of life in the Hermosa Beach community
9. Eclectic, architecturally diverse homes and buildings
10. Destination for great dining

Priority

5
4
4
4
3
3
3
3
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1

PRINCIPLE 1	BEST LITTLE BEACH CITY
--------------------	-------------------------------

► **Means**

11. Diverse mix of people making our community

12. Clubs providing top quality live entertainment: music, comedy

Priority
1
0

PRINCIPLE 2

HOMETOWN SPIRIT

► Means

- | | Priority |
|-------------------------------------------------------------------------------------------|----------|
| 1. All generations feel at home here and bring energy to our community | 5 |
| 2. Neighborhood schools providing top quality, nationally recognized educational programs | 5 |
| 3. Residents belonging to, engaged in, and contributing to Hermosa Beach community | 5 |
| 4. Community and civic organizations contributing to Hermosa Beach community | 5 |
| 5. Locally owned businesses contributing and investing in the community | 5 |
| 6. Residents feeling and being safe at home and throughout the city | 3 |
| 7. Residents knowing and helping their neighbor | 3 |
| 8. Successful community oriented events and festivals bringing residents together | 1 |
| 9. Amenities and services available for all family generations | 1 |
| 10. New residents making Hermosa Beach their "hometown" | 0 |

PRINCIPLE 2	HOMETOWN SPIRIT
--------------------	------------------------

► **Means**

11. Affordable housing choices for young families and seniors

Priority
0
0

12. Sense of belonging to community

PRINCIPLE 3

BEACH LIFE STYLE

► Means

- | | Priority |
|--------------------------------------------------------------------------------------------|----------|
| 1. Casual life style: flip flops, shorts, sun tan lotion | 5 |
| 2. Residents and visitors value our beach | 4 |
| 3. Emphasis on outdoor healthy living and activities | 4 |
| 4. Clean beach, clean ocean | 4 |
| 5. Strong community events and festivals: some for our residents and some drawing visitors | 4 |
| 6. Easy, convenient beach access for all | 4 |
| 7. Enjoying the ocean, playing volleyball or walking on our beach | 3 |
| 8. The Strand for walking, running/jogging, biking | 3 |
| 9. Opportunities to meet people, to socialize and to enjoy sunsets | 3 |
| 10. Abundance of water or beach oriented activities and programs | 0 |

PRINCIPLE 3	BEACH LIFE STYLE
--------------------	-------------------------

► **Means**

11. Fishing off the pier

Priority
0

PRINCIPLE 4

ECLECTIC DOWNTOWN

► Means

1. Unique, locally owned retail shops offering a variety of products
2. Well maintained, attractive public spaces
4. Pedestrian friendly and walkable area
3. Downtown as a community focal point and destination adjacent to beach
5. Increased day time commercial population with more businesses and offices
6. New Civic Complex and Pier Plaza as anchors for Downtown
7. Peaceful, calm atmosphere with a positive impact on the community
8. Preservation of older history, iconic buildings
9. Well maintained, attractive buildings
10. Restaurants, small clubs and entertainment venues providing live entertainment

Priority

5

5

5

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0

PRINCIPLE 4	ECLECTIC DOWNTOWN
--------------------	--------------------------

<p>► Means</p> <p>11. Easy access by cars and other modes with convenient, safe parking</p>	<table border="1"><tr><th>Priority</th></tr><tr><td>0</td></tr></table>	Priority	0
Priority			
0			

PRINCIPLE 5

VIBRANT ENTRY CORRIDORS

► Means

1. Modern, well designed commercial centers with viable businesses serving the needs of residents and drawing others to Hermosa Beach
2. Attractive, well maintained entrances, streetscapes and medians that signify that you are in Hermosa Beach
3. Expanded commercial tax base
4. Professional and small business office spaces
5. Positive environment for business investment along the corridors
6. Easy, safe east-west connection across Pacific Coast Highway
7. Slower, restricted traffic movement along Pacific Coast Highway
8. Mixed use development
9. Demolition of aging strip centers and replacement
10. Attraction of new, "right" businesses to the Corridor

Priority

5

4

4

3

3

1

1

1

0

0

PRINCIPLE 6

COMMITMENT TO ENVIRONMENTAL SUSTAINABILITY

► Means

	Priority
1. Stewardship of natural resources: beach and living environment	5
2. Use of alternative energy sources within the City	5
3. Reduced dependence upon the automobile through the use of alternative transportation modes	5
4. Bike lanes and sidewalks connecting community destinations	5
5. Water conservation and reuse	5
6. Carbon neutral	3
7. New buildings incorporating LEED or equivalent concepts and standards	2
8. Air quality throughout the region	1
9. City, businesses and residents reducing the carbon footprint	0
10. If approved by voters – safe oil drilling with minimal impacts on the environment and the community	0

PRINCIPLE 6	COMMITMENT TO ENVIRONMENTAL SUSTAINABILITY
--------------------	---------------------------------------------------

► Means	<table border="1"><tr><td>Priority</td></tr><tr><td>0</td></tr></table>	Priority	0
Priority			
0			
11. Natural landscaping with minimal water use			

SECTION 4

HERMOSA BEACH MUNICIPAL GOVERNMENT: MISSION AND CORE SERVICES

City of Hermosa Beach Mission and Core Services

The mission of the **CITY OF HERMOSA BEACH
MUNICIPAL GOVERNMENT** is to

Be Financially, ⁽¹⁾ Environmentally ⁽²⁾ Responsible

to *Govern the Community* ⁽³⁾

and to *Provide 1st Class Municipal Services* ⁽⁴⁾

in a *Customer Friendly Manner.* ⁽⁵⁾

through *Valued Employees and Volunteers.* ⁽⁶⁾

City of Hermosa Beach

Our Mission

PRINCIPLE 1

BE FINANCIALLY RESPONSIBLE

► Means

1. Delivering city services in the most cost effective and efficient manner
2. Investing in the maintenance and upgrade of City facilities and infrastructure
3. Develop a balanced budget based upon direction and guideline from City Council
4. Maintaining a useful, accurate financial reporting system that allows for appropriate checks and balances
5. Overseeing financial condition and processes
6. Maintaining financial reserves consistent with City policies and national standards
7. Providing residents and businesses service value for their tax dollars and fees

PRINCIPLE 2

BE ENVIRONMENTALLY RESPONSIBLE

► Means

1. Incorporate environmental sustainability principles in city decisions, budgets, facilities and plans
2. Educate the community on environmental issues and the impacts of their daily decisions on the environment
3. Reduce the carbon footprint and become carbon neutral as a municipal corporation
4. Conserve the use of natural resources: energy and water
5. Plan for resilient responses to the impacts of climate changes
6. Monitor the condition of the environment and evaluating the impacts of City decisions and actions
7. Evaluate the environmental return on City investments and decisions

PRINCIPLE 3

GOVERN THE COMMUNITY

► Means

1. Develop, adopt laws, policies and plans
2. Determine the vision, mission, goals and plans for the City
3. Maintain a transparent City government and governance process
4. Inform the community in a timely manner
5. Engage the community in the governance process through boards, commissions and committees; public hearings; community meetings
6. Act with civility and respect for each other, City staff, public and others
7. Respect the rule of law
8. Act in a fair and impartial manner acting without favoritism
9. Conduct self in an ethical manner avoiding conflicts of interests and negative perceptions
10. Make decisions that are in the best interests of the community as a whole
11. Seek input from the community prior to making a decision
12. Represent the municipal corporation to others

PRINCIPLE 4

PROVIDE 1ST CLASS MUNICIPAL SERVICES

► **Means**

1. Defining and prioritizing City services and levels of service
2. Listening to and understanding the needs of City residents and businesses
3. Looking for ways to improve service delivery or to increase productivity through innovative process
4. Evaluating the individual performance with accountability for the results
5. Measuring City and department services through performance benchmarks and metrics with accountability
6. Knowing and applying "best practices" to the City

PRINCIPLE 5

CUSTOMER FRIENDLY MANNER

► Means

1. Looking for ways to say "yes"; when having to say "no", helping the customer to understand
2. Evaluating level of customer satisfaction
3. Smile
4. Listening to and knowing your customer
5. Presenting a positive image for the City

PRINCIPLE 6

VALUED EMPLOYEES AND VOLUNTEERS

► Means

1. Maintain compensation policy based upon balancing market, performance and the community's total cost of government
2. Valuing and recognizing the contribution and performance of volunteers and employees
3. Maintaining a positive work environment that encourages a sense of purpose, autonomy and fun
4. City is a Team
5. Hiring and retaining a top quality City workforce and volunteers
6. Defining individual performance expectations and standards linked to compensation for employees

Mission Guiding Principles

PRINCIPLE 1

BE FINANCIALLY RESPONSIBLE

► Means

1. Delivering city services in the most cost effective and efficient manner
2. Investing in the maintenance and upgrade of City facilities and infrastructure
3. Develop a balanced budget based upon direction and guideline from City Council
4. Maintaining a useful, accurate financial reporting system that allows for appropriate checks and balances
5. Overseeing financial condition and processes
6. Maintaining financial reserves consistent with City policies and national standards
7. Providing residents and businesses service value for their tax dollars and fees
8. Use debt wisely
9. Working with other governments and outside agencies to reduce the total cost of government
10. Providing services that meet or exceed the expectations of residents and businesses

Priority

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1

PRINCIPLE 1	BE FINANCIALLY RESPONSIBLE
--------------------	-----------------------------------

► **Means**

11. Providing adequate resources to support municipal services as defined by City Council
12. Maintaining a City government that is affordable for residents and businesses

Priority
0
0

PRINCIPLE 2

BE ENVIRONMENTALLY RESPONSIBLE

► Means

1. Incorporate environmental sustainability principles in city decisions, budgets, facilities and plans
2. Educate the community on environmental issues and the impacts of their daily decisions on the environment
3. Reduce the carbon footprint and become carbon neutral as a municipal corporation
4. Conserve the use of natural resources: energy and water
5. Plan for resilient responses to the impacts of climate changes
6. Monitor the condition of the environment and evaluating the impacts of City decisions and actions
7. Evaluate the environmental return on City investments and decisions

Priority

PRINCIPLE 3

GOVERN THE COMMUNITY

► Means

1. Develop, adopt laws, policies and plans
2. Determine the vision, mission, goals and plans for the City
3. Maintain a transparent City government and governance process
4. Inform the community in a timely manner
5. Engage the community in the governance process through boards, commissions and committees; public hearings; community meetings
6. Act with civility and respect for each other, City staff, public and others
7. Respect the rule of law
8. Act in a fair and impartial manner acting without favoritism
9. Conduct self in an ethical manner avoiding conflicts of interests and negative perceptions
10. Make decisions that are in the best interests of the community as a whole

Priority

PRINCIPLE 3	GOVERN THE COMMUNITY
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<p>► Means</p> <p>11. Seek input from the community prior to making a decision</p> <p>12. Represent the municipal corporation to others</p>	<table border="1"><tr><th>Priority</th></tr><tr><td></td></tr></table>	Priority	
Priority			

PRINCIPLE 4

PROVIDING 1st CLASS MUNICIPAL SERVICES

► Means

1. Defining and prioritizing City services and levels of service
2. Listening to and understanding the needs of City residents and businesses
3. Looking for ways to improve service delivery or to increase productivity through innovative process
4. Evaluating the individual performance with accountability for the results
5. Measuring City and department services through performance benchmarks and metrics with accountability
6. Knowing and applying "best practices" to the City
7. Provide a high level professional response to a call for service: emergency or nonemergency
8. Recognized by others as the standard of quality for municipal services

Priority

5

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PRINCIPLE 5

CUSTOMER FRIENDLY MANNER

► Means

1. Looking for ways to say "yes"; when having to say "no", helping the customer to understand
2. Evaluating level of customer satisfaction
3. Smile
4. Listening to and knowing your customer
5. Presenting a positive image for the City
6. Delivering services in a friendly, caring and courteous manner
7. Learning new skills and techniques to better serve the customer
8. Helping the customer to find the person who can help or solve the problem in a timely manner
9. Going the extra mile to help the customer

Priority

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PRINCIPLE 6

VALUED EMPLOYEES AND VOLUNTEERS

► Means

1. Maintain compensation policy based upon balancing market, performance and the community's total cost of government
2. Valuing and recognizing the contribution and performance of volunteers and employees
3. Maintaining a positive work environment that encourages a sense of purpose, autonomy and fun
4. City is a Team
5. Hiring and retaining a top quality City workforce and volunteers
6. Defining individual performance expectations and standards linked to compensation for employees
7. Providing training and professional development opportunities for the City workforce and volunteers
8. Being accountable for decisions, actions and service delivery
9. Investing in our City workforce and volunteers
10. Having a workforce dedicated to serving Hermosa Beach

Priority

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0

City of Hermosa Beach

City Services Responsibilities

1. Enforce laws, ordinances and codes
2. Plan for the City's future development and growth
3. Act as a steward of the natural resources and environment
4. Maintain, patrol the beach
5. Respond to emergency calls for service
6. Design, build, maintain streets and sidewalks
7. Design, build, maintain parks
8. Collect wastewater
9. Maintain a safe community
10. Develop recreation and leisure programs
11. Plan for, support community events and festivals
12. Facilitate economic growth and private investment
13. Manage traffic flow
14. Provide special collections (hazardous materials)
15. Provide support to community based organizations
16. Permit, inspect new construction
17. Provide public and community information
18. Provide emergency medical services and transport

19. Market Hermosa Beach
20. Patrol the community
21. Regulate land uses and development
22. Manage storm water system
23. Collect, dispose, recycle solid waste
24. Plan, manage parking: structure, lots, and on street
25. Coordinate with regional organizations and agencies
26. Provide non emergency calls for service
27. Provide community risk reduction

City of Hermosa Beach

Our Customers

1. Residents – Full Time
2. Residents – Part Time
3. Property Owners
4. Locally Owned Businesses
5. National Businesses
6. Perspective Businesses
7. Developers
8. Builders
9. Design Professionals
10. Utility Companies
11. Visitors
12. Day Trippers
13. Tenants
14. School District
15. Community/Civic Organizations
16. N.G.O.
17. Non Profit Organizations
18. Churches

City of Hermosa Beach

Our Customers

19. People Pass Through
20. Criminals
21. Homeless
22. Seniors
23. Dog Owners
24. Beach Goers
25. Volleyball Players
26. Event Goers
27. Fisherman
28. Club Goers
29. Bicyclists
30. Pedestrians
31. Surfers
32. Transient Businesses
33. Oil Company

SECTION 5

CITY OF HERMOSA BEACH PLAN 2013 – 2018

City of Hermosa Beach Goals 2018

FINANCIALLY SOUND CITY GOVERNMENT ⁽¹⁾

**HIGH PERFORMING CITY PROVIDING
1st CLASS SERVICES ⁽²⁾**

MORE LIVABLE, SUSTAINABLE BEACH CITY ⁽³⁾

**ENHANCED ECONOMIC DEVELOPMENT THROUGH
REVITALIZED DOWNTOWN AND
ENTRY CORRIDORS ⁽⁴⁾**

City of Hermosa Beach Goals 2018 Worksheet

	IMPORTANCE		
	Personal	Team	
1. FINANCIALLY SOUND CITY GOVERNMENT	7	1	
2. HIGH PERFORMING CITY PROVIDING 1 st CLASS SERVICES	11	2	
3. MORE LIVABLE, SUSTAINABLE BEACH CITY	13	3	
4. ENHANCED ECONOMIC DEVELOPMENT THROUGH REVITALIZED DOWNTOWN AND ENTRY CORRIDORS	19	4	

GOAL 1	FINANCIALLY SOUND CITY GOVERNMENT
---------------	------------------------------------------

► **Objectives**

1. Prioritize service levels and reduce the cost of service delivery
2. Provide adequate resources to support defined City services and service levels
3. Partner with others for reduced services delivery costs or greater productivity
4. Leverage City resources through outside funding sources, including grants and strategic use debt
5. Maintain the financial reserves consistent with City policies and nationally recognized financial standards
6. Invest in City infrastructure and community opportunities
7. Deliver services in the most cost effective manner by valuing employees
8. Spend less than budgeted dollar amount
9. Prudent, responsible investment while maximizing the return to the City
10. Maintain a low tax rate
11. Efficient cost recovery for necessary City services

PRIORITY

5
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2
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0

► **Value to Residents**

1. City acting as responsible steward of the City's resources
2. Value for their tax dollars and fees
3. Keeping Hermosa Beach an affordable place to live
4. City service delivered in an efficient manner
5. City working with others to improve service delivery or expand resources

► Challenges and Opportunities

- | | PRIORITY |
|----------------------------------------------------------------------------------------------------------------|----------|
| 1. Potential oil liability and informing residents of environmental, economic and community trade-offs of vote | 4 |
| 2. Valuing and retaining quality City employees | 4 |
| 3. Increasing demands for City services | 3 |
| 4. Determining service and project priorities | 3 |
| 5. Rising costs of doing business: raw materials, vendors/contracts supplies | 2 |
| 6. Costs of long term employee obligations | 2 |
| 7. Determining City policy on how to pay for City services and facilities | 2 |
| 8. Helping residents to understand and appreciate City finances, services and value | 1 |
| 9. Potentially flat revenues for the City | 1 |
| 10. Potential costs of litigation | 1 |
| 11. State of California and their actions impacting or supporting City services and finances | 0 |
| 12. Threats resulting from climate changes | 0 |

► Actions 2013 – 2018

- | | PRIORITY |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 1. Five Year Financial Plan with Projections <ul style="list-style-type: none"> Assumption: Direction Plan; Development Decision: Adoption | 5 |

M/CC

- | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 2. City Services and Levels of Services: Identification, Priorities, Cost of Service Delivery Analysis, Incorporated in the Budget <ul style="list-style-type: none"> City Services: Inventory Service Priority: Evaluation Cost of Service: Evaluation Decision: Service Responsibilities, Service Priorities, Direction | 5 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|

M/CC

- | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 3. Employee Salaries and Benefits Policy: Review, Market Analysis, Direction, Funding <ul style="list-style-type: none"> Salaries and Benefit Evaluation Market Analysis: Completion Report with Recommendations Decision: Compensation Policy, Funding | 5 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|

M/CC

► Actions 2013 – 2018 (Continued)		PRIORITY
4. Technology Upgrade <ul style="list-style-type: none"> A. Phone System B. e Meeting C. Website D. GIS <ul style="list-style-type: none"> • Report with Recommendations • Decision: Direction, Funding M/CC	5	
5. EIR for Oil Drilling <ul style="list-style-type: none"> • Timely Public Outreach • RFP: EIR • EIR: Monitoring Development M/CC	4	
6. Budget and Financial Budget Documents: Simplification <ul style="list-style-type: none"> • Executive Summary • Overview for City Finances and Budget • Budget in Brief M/CC	3	
7. Partnering for City Service <ul style="list-style-type: none"> • Identification of Opportunities • Report with Recommendations • Decision: Direction M/CC	2	
8. Pay for Performance System <ul style="list-style-type: none"> • Concept: Definition • “Best Practice”: Evaluation • Decision: Direction M/CC	1	
9. Lower Tax Rate <ul style="list-style-type: none"> • Review • Decision M/CC	0	
10. Citywide Credit Card Parking Meters Conversion <ul style="list-style-type: none"> • Evaluation • Report • Decision: Direction, Funding M/CC	0	
13. Recreation Programs Fee Structure: Direction <ul style="list-style-type: none"> • Review Fee Structure • Decision: Direction M/CC	0	

► Actions 2013 – 2018 (Continued)		PRIORITY
14. City Financial Policies <ul style="list-style-type: none"> + Consultant Selection + Investment Policy + Debt Policy + Reserve Policy <hr/> <ul style="list-style-type: none"> • Review/Refine Current Policies • Report with Recommendations • Decision: Direction 	M/CC	Mgmt
15. Organization Structure and Performance Review/Plan: Process, Completion <ul style="list-style-type: none"> • Organization and Performance Evaluation • Proposal; Recommendations • Organization Changes: Implementation 		Mgmt

GOAL 2	HIGH PERFORMING CITY PROVIDING 1st CLASS SERVICES
---------------	----------------------------------------------------------

► Objectives		PRIORITY
1. Value and maintain a top quality workforce dedicated to serving the Hermosa Beach community		5
2. Develop new Civic Center		5
3. Upgrade City infrastructure: streets, sidewalks, sewer collection system		4
4. Deliver City services with a high level of customer		3
5. Easier access to City services through technology		3
6. Competitively compensated workforce balancing market, performance and the community's total cost of government		3
7. Better informed residents about City government: finances, services and programs, facilities		2
8. Provide adequate funding for ongoing maintenance and staffing of current and new facilities		2
9. Increase teamwork among City departments		1
10. Involve stakeholder in the governance process considering		1
11. Competitively compensated workforce based upon the market and the capacity of the community to pay		1

► Value to Residents
1. Service value for tax dollars and fees
2. Convenience through easier access to information and services through the Internet
3. City employees sensitive to the needs and feeling of you as a customer
4. Reliable delivering of City service
5. Timely response to a call for service
6. Consistent response for the City

► **Challenges and Opportunities**

1. Staff capacity and more vs. increasing demands for services in light of cutbacks during recent years
2. Timing and funding for Civic Center Replacing
3. Aging City infrastructure needing major maintenance and repair
4. Organization traditions and customs
5. Modernizing public works yards
6. Working with other governmental partners on infrastructure and service delivery
7. Employee expectations for salaries and benefits
8. Cost and funding of technology upgrade
9. Creating a City organization that supports opportunities for employees to excel and grow
10. Aging City workforce
11. Finding the next generation of public employees who have a service value
12. Responding in a world of instant: communications and response

PRIORITY
5
4
3
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3
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1
0

► **Actions 2013 – 2018**

1. Storm Water Diversion Plan
 - Plan Development
 - Decision: Direction
2. High Performance Organization: Model Development
 - Report with Recommendations
 - Decision: Actions, Funding
3. Sewer Replacement Program
 - Program and Project Review
 - Report with Recommendations
 - Decision: Direction, Funding
4. Public Information and Communications Plan
 - Overall Goals
 - Scope and Methods
 - Report with Recommendations

PRIORITY
5
5
4
4

► Actions 2013 – 2018 (Continued)		PRIORITY
5. City Facilities Plan <ul style="list-style-type: none"> • Condition Assessment: Completion • Options Analysis • Plan Development with Recommendation • Decision: Direction, Projects, Priority, Funding 	3	
6. Fire District: Direction <ul style="list-style-type: none"> • Partner Identification • Evaluation Report with Recommendations • Decision: Direction, City Actions 	3	
7. Civic Center Downtown Opportunity Site <ul style="list-style-type: none"> • Plan: Development • Decision: Direction, City Actions 	3	
8. Succession Plan and Process <ul style="list-style-type: none"> • Workforce Profile • Report with Recommendations • Decision: Direction, Funding 	2	
9. Community Events: Evaluation <ul style="list-style-type: none"> • Events: Inventory, Cost Analysis • Report with Options and Recommendations • Decision: Direction, City Role, City Participation and Funding 	2	
10. Community Theater Policy and Management <ul style="list-style-type: none"> • Evaluation Report with Recommendations • Decision: Direction, Funding 	1	
11. Permits on Line: Development <ul style="list-style-type: none"> • Report • Process: Development 	0	
12. Cable to New Zealand: Advocacy <ul style="list-style-type: none"> • Monitor Issue • Decision: Policy Direction, Actions 	0	
13. Public Works Yard Upgrade / Replacement <ul style="list-style-type: none"> • Report with Options and Recommendations • Decision: Direction, Project, Funding 	Mgmt	

► Actions 2013 – 2018 (Continued)		PRIORITY
14. Street Paving Program <ul style="list-style-type: none"> • Program and Project Review • Report with Recommendations • Decision: Direction Funding 		Mgmt
15. Strategic Plan Development <ul style="list-style-type: none"> • Strategic Plan: Finalize • Action Outlines: Development • Decision: Adoption • Implementation: Direction 		Mgmt
16. Police Chief: Selection <ul style="list-style-type: none"> • Finalists • Interview • Decision: Selection 		Mgmt
17. City Fleet Policy Master Plan <ul style="list-style-type: none"> • Fleet Analysis: Inventory, Need/Use • Master Plan: Development • Replacement Policy: Recommendation • Decision: Direction, Funding Mechanism 		Mgmt

GOAL 3	MORE LIVABLE, SUSTAINABLE BEACH CITY
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► **Objectives**

1. Reduce City carbon footprint
2. Calmer, safer late night Downtown
3. Maintain a safe community
4. Retain neighborhood schools offering quality educational programs in partnership with School District
5. Increase use of alternative energy sources
6. Maintain a clean city
7. Improve mobility for bikes and pedestrians
8. Promote healthy lifestyle and personal wellness
9. Maintain strong community events and festivals with high level of community involvement
10. Finalize plans for the City's future
11. Expand recreation and leisure opportunities for all family members
12. Upgrade quality of the housing stock: meeting City codes
13. Expand housing options, particularly for seniors

PRIORITY

5
5
5
5
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3
2
2
1
0
0
0

► **Value to Residents**

1. More reasons to live in Hermosa Beach
2. Feeling and being safe anywhere, any time of day
3. Protection of property and home values
4. Green City acting as a responsible environmental steward
5. Choices of quality homes for ownership or rental
6. More opportunities for leisure activities close to home

► **Challenges and Opportunities**

1. Addressing effectively problems associated with late night life
2. Competing priorities for attention and funding
3. Defining "green" and the responsibilities of the City, businesses and residents
4. Traffic volume and flow, and street capacity
5. City resources limitation and potential partnerships
6. Resistance to change in the community and among residents
7. Changing recreational patterns among different family generations
8. Private property rights vs. community benefits
9. Lack of City control of Pacific Coast Highway and private properties
10. Limited land available
11. Aging housing stock needing modernization and upgrade
12. Growing senior population with growing service needs and expectations

PRIORITY

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GOAL 3**MORE LIVABLE, SUSTAINABLE BEACH CITY**

► Actions 2013 – 2018		PRIORITY
1. General Plan: Update <ul style="list-style-type: none"> • Draft • Public Participation • Final Draft: Preparation • Decision: Adoption 	5	
2. Crime Assessment Action Plan <ul style="list-style-type: none"> • Evaluation: Deployment and Incidents • Report with Recommendations • Resource: Funding 	5	
3. Carbon Neutral Action Plan: Development (Community and City with Actions) <ul style="list-style-type: none"> + City Sustainability + Clean Energy + Recommendation <ul style="list-style-type: none"> • Plan Development • Decision: Ad 	5	
4. Local Coastal Plan: Update / Beach Management Plan <ul style="list-style-type: none"> • Local Coastal Plan: Update • Beach Management Plan: Development 	4	
5. Parks Master Plan: Development <ul style="list-style-type: none"> • Parks Inventory • Service Level Review • Plan: Development • Decision: Adoption, Direction 	3	
6. Schools Partnership: Development <ul style="list-style-type: none"> • School Safety • Safe Route to School • Facilities 	2	
7. Storm Water Permits: Policy Direction <ul style="list-style-type: none"> • Analysis of Regulations • Report with Recommendations • Decision: Policy Directions, Actions 	1	

► Actions 2013 – 2018 (Continued)		PRIORITY
8. Local Bus System for Residents <ul style="list-style-type: none"> • Definition of Goal • Needs Assessment • Options: Evaluation • Report with Recommendation 	1	
9. Living Street Policy <ul style="list-style-type: none"> • Policy Definition • Decision: Policy Direction, Actions 	1	
10. Bike Plan: Implementation (including Bike Lanes) <ul style="list-style-type: none"> • Plan and Project Review • Decision: Direction, Project Priority, Funding 	0	
11. City Landscaping Evaluation <ul style="list-style-type: none"> • Evaluation • Report with Recommendations • Decision: Direction 	0	
12. Single Use Bag Policy <ul style="list-style-type: none"> • Policy Definition • Decision: Policy Direction, Actions 	0	
13. Night Life Action Plan: Implementation <ul style="list-style-type: none"> • Problem Analysis • Enforcement Evaluation • Report with Recommendation (as needed) • Decision: Policy Direction (as needed) 	Mgmt	
14. Recreation Programs: Review <ul style="list-style-type: none"> • Current Programs: Review/Evaluation • Needs Assessment • Other Service Providers: Identification • Report with Defined City Role, Recommendation • Decision: Direction 	Mgmt	
15. Community Garden at South Park Expansion <ul style="list-style-type: none"> • Decision: Funding • Project Completion 	Mgmt	
16. South Park: Upgrade <ul style="list-style-type: none"> • Upgrade Plan • Decision: Funding 	Mgmt	

GOAL 4

ENHANCED ECONOMIC DEVELOPMENT THROUGH REVITALIZED DOWNTOWN AND ENTRY CORRIDORS

► Objectives

1. Expand retail opportunities within Hermosa Beach
2. Active City economic development and business investment organization
3. More new businesses (retail/restaurants/offices) in Downtown/Pacific Coast Highway/Aviation
4. More hotels for guests and visitors
5. More attractive commercial Pacific Coast Highway and Aviation corridors
6. More quality businesses along Pacific Coast Highway and Aviation corridors
7. Develop new mixed-use development: commercial and residential complexes
8. Maintain the diverse architectural character in new developments and buildings
9. Increase number of profession service buildings and office space
10. Eliminate some aged strip commercial centers

PRIORITY

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► Value to Residents

1. Protection/enhancement of property values
2. Private sector investing in upgrading Hermosa Beach
3. More quality restaurant and retail choices within the City
4. Attractive community that you call home
5. Alternative housing choices beyond single family homes
6. More reasons to go enjoy a revitalized Downtown

► **Challenges and Opportunities**

1. Defining the City's role in economic growth and community redevelopment
2. Downtown needing revitalization and a “face lift”
3. Maintaining Hermosa Beach's “funky” beach community feeling
4. Limited options for redeveloping Pacific Coast Highway/Aviation corridor
5. Convenient, safe parking
6. Unattractive Pacific Coast Highway/Aviation corridors – gateway to Hermosa Beach
7. Competition from neighboring cities: office space, retail, restaurants, and entertainment
8. Few funding options for redevelopment
9. Working with property owners and businesses in a timely manner
10. Increasing business investment during the slow economic recovery
11. Adapting standard designs to Hermosa Beach
12. Working with Coastal Commission

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<div> <div>► Actions 2013</div> </div>	PRIORITY	
	5	
1. Area Specific Master Plan for Downtown: Development		
2. Overall City Economic Development Policy Strategy and Framework: City Role, Policy Framework, Tool Kit for Economic Development	5	
3. Pacific Coast Highway/Aviation Corridor Beautification Conceptual Plan: Development	4	
4. Business Incentives and Fee Waiver Policy: Development	0	
5. Bridge over Pacific Coast Highway Study: Completion	0	
6. Downtown Hotel: Development	Mgmt	
7. Artesia/Pacific Coast Highway Large Parcel: Development	Mgmt	

SECTION 6

CITY OF HERMOSA BEACH ACTION AGENDA 2013

Definitions of Terms

POLICY –

is an issue that needs direction or a policy decision by the Council; or needs a major funding decision by the Council; or an issue that needs Council leadership by the governing body in the community; or with other governmental bodies (county government, other city governments, state government, federal government) – questions of “WHAT: IS THE DIRECTION; IS THE GOAL; IS THE BUDGET OR RESOURCES; IS THE CITY'S POLICY OF REGULATION?”

MANAGEMENT –

a management action which the Council has set the overall direction and provided initial funding (e.g. phased project), may require further Council action on funding; or a major management project particularly multiple years (e.g. upgrade to the information system) – questions of “HOW: DO WE ADDRESS THE ISSUE, MANAGE THE CITY; IMPLEMENT A DECISION OR PROGRAM; CAN WE IMPROVE THE MANAGEMENT OR ORGANIZATIONAL PROCESS?”

MANAGEMENT IN PROGRESS –

a management or organization action which Council has set the direction; needs staff work before going to Council for direction next year or beyond; no choice mandated by an outside governmental agency or institution; management process improvement budgeted or funded by the Council.

MAJOR PROJECT –

a capital project funded in the CIP or by Council action which needs design or to be constructed (e.g. Road project, city facility project, park project, etc.).

ON THE HORIZON –

an issue or project that will not be addressed during the year by management or the Council but should be addressed in the next five years; it could become an action item for this year if another party moves the issue or project forward-it depends on them.

City of Hermosa Beach Policy Agenda 2013 Targets for Action

TOP PRIORITY

**Carbon Neutral Action Plan: Development (Community and City)
with Actions**

EIR for Oil Drilling

**City Services and Levels of Services: Identification, Priorities, Cost of
Service Delivery Analysis, Incorporation in the Budget**

Sewer Replacement Program

**Overall City Economic Development Policy Strategy and
Framework: City Role, Policy Framework, Tool Kit for
Economic Development**

HIGH PRIORITY

Five Year Financial Plan with Projections

Storm Water Quality Plan

General Plan: Update

Civic Center and Downtown Properties

Pacific Coast Highway/Aviation Corridor Beautification

Conceptual Plan: Development

Fire District: Direction

City of Hermosa Beach

Policy Agenda 2013

► Targets for Action		PRIORITY		
		PRIORITY	TOP	HIGH
1.	Carbon Neutral Action Plan: Development (Community and City) with Actions	Top	4	-
2.	EIR for Oil Drilling	Top	3	-
3.	City Services and Levels of Services: Identification, Priorities, Cost of Service Delivery Analysis, Incorporation in the Budget	Top	3	-
4.	Sewer Replacement Program	Top	3	-
5.	Overall City Economic Development Policy Strategy and Framework: City Role, Policy Framework, Tool Kit for Economic Development	Top	3	-
6.	Five Year Financial Plan with Projections	High	2	4
7.	Storm Water Diversion Plan	High	2	4
8.	General Plan: Update	High	2	3

City of Hermosa Beach

Policy Agenda 2013

► Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
9. Civic Center: Downtown Opportunity Site	High	2	3
10. Pacific Coast Highway/Aviation Corridor Beautification Conceptual Plan: Development	High	2	3
11. Fire District: Direction	High	0	3
12. Local Coastal Plan: Update/Beach Management Plan		2	2
13. Employee Salaries and Benefit Policy: Review, Market Analysis, Direction, Funding		1	2
14. Public Information and Communications Plan		1	1
15. City Facilities Plan		0	1
16. Parks Master Plan: Development		0	1

City of Hermosa Beach

Policy Agenda 2013

► Targets for Action

	PRIORITY	PRIORITY	
		TOP	HIGH
17. Area Specific Master Plan for Downtown: Development		0	0
18.			
19.			
20.			
21.			
22.			
23.			
24.			

City of Hermosa Management Agenda 2013 Targets for Action

TOP PRIORITY

**Organization Structure and Performance Review/Plan:
Process, Completion**

Crime Assessment Action Plan

Street Paving Program

High Performance Organization Model: Development

Technology Upgrade

Strategic Plan Development

HIGH PRIORITY

Budget and Financial Documents: Simplification

Downtown Hotel: Development

Night Life Action Plan: Implementation

Artesia/Pacific Coast Highway Large Parcel: Development

City Fleet Policy and Master Plan

City of Hermosa Beach Management Agenda 2013

► Targets for Action		PRIORITY		
		PRIORITY	TOP	HIGH
1.	Organization Structure and Performance Review/Plan: Process, Completion	Top	4	-
2.	Crime Assessment Action Plan	Top	4	-
3.	Street Paving Program	Top	4	-
4.	High Performance Organization Model: Development	Top	4	-
5.	Technology Upgrade	Top	3	-
6.	Strategic Plan Development	Top	3	-
7.	Budget and Financial Documents: Simplification	High	1	5
8.	Downtown Hotel: Development	High	0	4

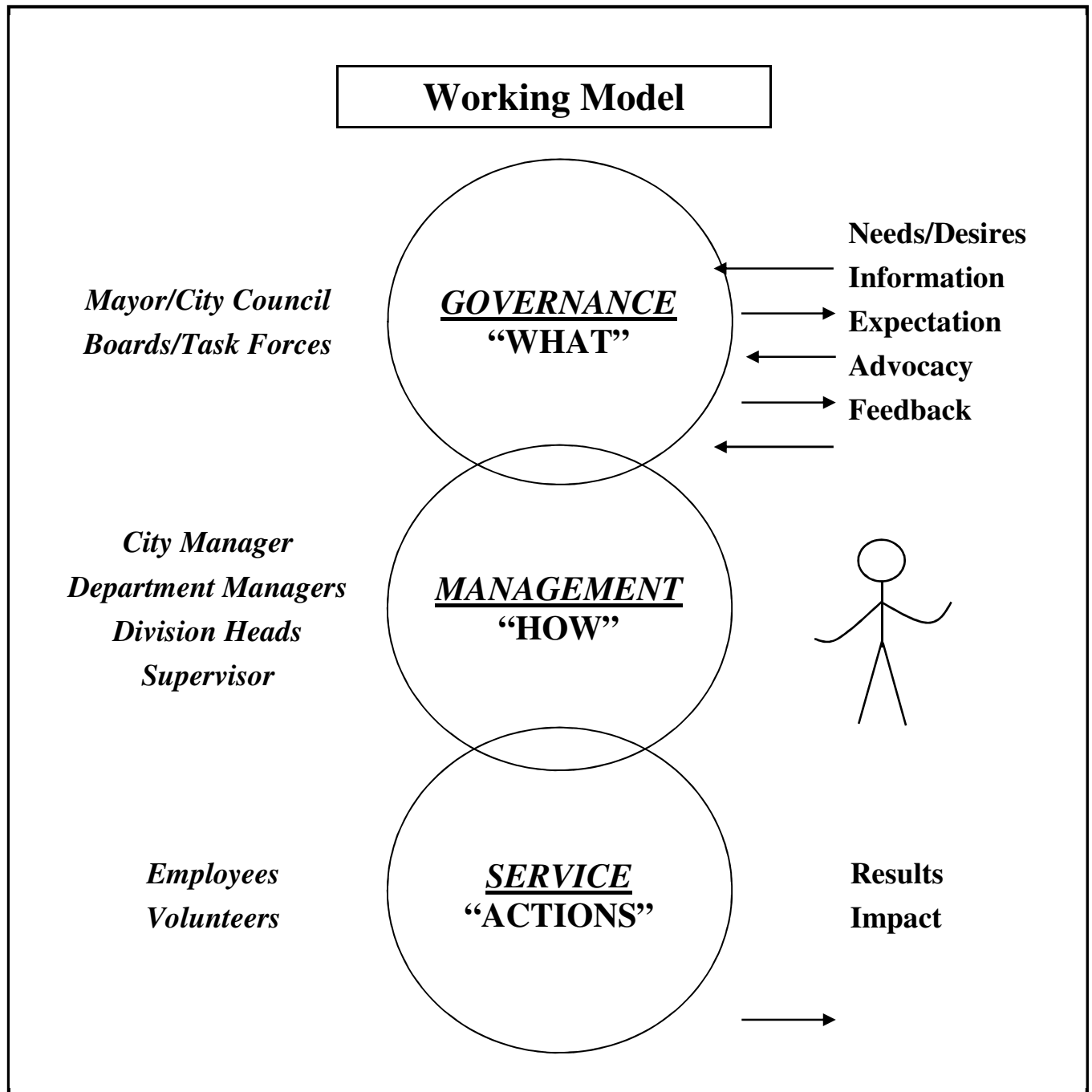
City of Hermosa Beach Management Agenda 2013

► Targets for Action		PRIORITY		
		PRIORITY	TOP	HIGH
9.	Night Life Action Plan: Implementation	High	2	3
10.	Artesia/Pacific Coast Highway Large Parcel: Development	High	1	3
11.	City Fleet Policy and Master Plan	High	0	3
12.	Police Chief: Selection		2	2
13.	Recreation Programs: Review		0	1
14.	South Park: Upgrade		0	1
15.	City Financial Policies		0	0
16.	Community Garden at South Park Expansion		0	0

SECTION 7

GOVERNANCE: MAYOR AND CITY COUNCIL IN ACTION

City as a Team Model



Board of Directors Responsibilities

OVERVIEW

- 1. Determine Your Core Businesses**
 - 2. Define Goals for 5 Years**
 - 3. Develop Strategies**
 - 4. Establish Annual Agenda – “To Do” List**
 - 5. Make Policy Decisions**
 - 6. Listen to Community – the Stakeholders**
 - 7. Be an Advocate**
 - 8. Delegate to City Staff**
 - 9. Monitor Performance and Results**
 - 10. Set the “Corporate” Tone**
-
- 11. Hire/Fire Chief Executive Officer**

Responsibility 1

**Determine Our Businesses –
The Responsibility of City Government**

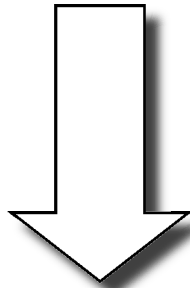
Community Needs

Basic Services/Products

Service Levels

Services that Enhance Quality of Life

Resources to Support Services



**CORE BUSINESSES THAT
HAVE VALUE FOR
STAKEHOLDERS**

Responsibility 2

**Define Goals for 5 Years –
Our City's Destination**

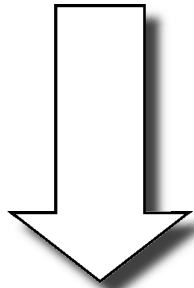
Desire for Your City's Future

Community Uniqueness

Community Assets: Worth Preserving

Characteristics of Our Community – Today, in the Future

Dreams, Visions, Hopes



**OUTCOME BASED GOALS
THAT CAN GUIDE DECISIONS
AND ACTIONS**

Responsibility 3	Develop Strategies – Strategic Investments and Action
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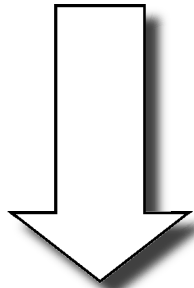
Analysis of Gaps

Forces Shaping the Future – Ability to Influence

Legal Framework and Regulations

Opportunities Today and On the Horizon

Critical Needs – Short-Term



<p>STRATEGY FOR ACHIEVING GOALS THAT OUTLINES ACTIONS, INVESTMENT AND TIMELINE</p>

Responsibility 4

**Establish Annual Agenda –
“To Do” List of Targeted Actions**

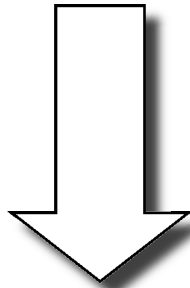
In Progress

Policy Voids and Needs

Major Projects

New Programs

Resources



**AGENDA OF TARGETS FOR
COUNCIL ACTION THAT IS AN
ANNUAL “TO DO” LIST**

Responsibility 5

**Make Policy Decision –
Direction on Key Issues**

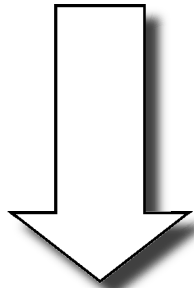
Specific Outcomes and Performance Expectations

Policy Statement/Position

City's Role and Responsibility

Framework for Action

Resources



**DECISIONS PROVIDING CLEAR
DIRECTION TO CITY STAFF
AND COMMUNITY**

Responsibility 6

**Listen to Community –
Messages from Stakeholders**

Beyond the Vocal 20% . . .

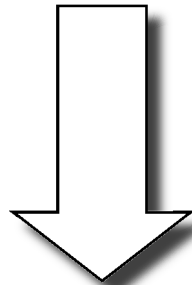
Desires for the Future

Needs: Short-Term and Long-Term

Concerns

Expectations

Partnering and Involvement



**MESSAGE FOCUSING ON MAJOR
THEMES THAT RELATE TO CITY'S
RESPONSIBILITIES**

Responsibility 7

**Be an Advocate –
Education and Support of Stakeholders**

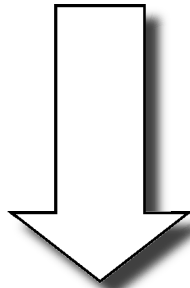
Understanding City Government – “Civics 101”

Responsibilities of Citizenship

Representation of City: Policies and Corporate Body

Cheerleading and Inspiration

Celebration



**REPRESENTING CITY AS ADVOCATE
DIRECTION TO CITY STAFF AND
COMMUNITY STAKEHOLDERS**

Responsibility 8

**Delegate to City Staff –
Clear Directions and Parameters**

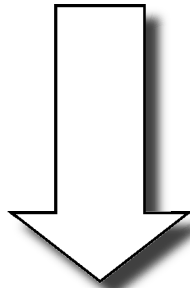
Closure on Issue

Directions

Parameters: Guidelines and Resource

Expectations: Outcomes and Process

Criteria for Measuring Success or Completion



**DELEGATING BY SETTING
DIRECTION AND INSPIRING OTHERS
TO FOLLOW THROUGH**

Responsibility 9

**Monitor Performance and Results –
Clear Feedback to Staff**

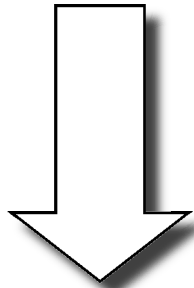
Progress Reports

Adjustments: Direction

Refinement: Actions

Problem Solving

Accountability for Results and Impact



**PERFORMANCE MONITORING THAT
ADJUSTS THE COURSE OF ACTIONS
TO “BEST” ACHIEVE OUR GOALS**

Responsibility 10

**Set the “Corporate Tone” –
Guiding Values and Principles**

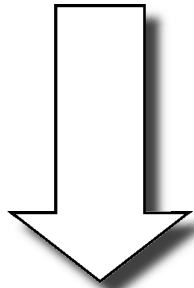
Behavior at Council Table

Comments in the Community

Treatment of City Staff

Respect for Stakeholders

Impact of Process – “How” Things Are Done



**CORPORATE TONE REFLECTS
VALUES THAT GUIDE MANAGERS
AND EMPLOYEE ACTIONS
ON A DAILY BASIS**

Responsibility 11

**Hire Chief Executive Officer –
City Manager or Administrator**

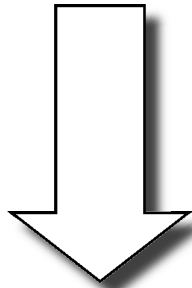
Responsibilities

Selection

Supervision

Feedback

Performance Standards and Evaluation



**CITY MANAGER (CEO) THAT “FITS”
OUR COMMUNITY, OUR CITY AND
CAN HELP US ACHIEVE OUR GOALS**

Pitfalls for Winners

Arrogance – Feeling that We are Better than Others

Attitude of Complacency

Assuming Goals and Focus

Taking Relationships for Granted

On Top of Big Issues

Worrying about the Crisis

Wrap Up Mentality

Personal Prominence

Pitfalls for Winners

Sowing the Seeds of Failure

After a team wins the Super Bowl, the World Series, the NBA Championship, there is always the potential to get wrapped up in the “winning season.” The winning season then provides significant challenges for leaders who want to be champions.

The pitfalls for “winners” are:

- **Arrogance – A Feeling that We Are Better than Others**

In applying the concept of arrogance to cities it means that Mayors and City Council lose their feeling for the true, total community. The focus becomes special interest groups that have shared in the success and who have a comfortable relationship with Council. They are predictable and supportive. Input becomes selective, relying on these few, rather than reaching out to others in the communities. The Council gets a feeling that “we know what is best” and begins to view citizen input through a “tinted lens.” Sometimes they retrench into their political shells. The assumption is the citizens will recognize our winning efforts for the community.

- **Attitude on Complacency**

Winners are challenged by the feeling “we are fine, we are now here.” However, as you take the words “now here,” it can easily become “no where.” In cities, complacency occurs when the Council assumes the winning efforts will continue on with minimal effort. Less time is spent on issues; less time is spent on process – how we govern our cities. It is assumed that certain issues will be handled in a quick and timely manner. Council members become impatient and minimize critical feedback. Councils worry more about getting out of the meeting in a quick and deliberate manner, rather than whether the issue has been thoroughly discussed and analyzed.

- **Assuming Goals and Focus**

Winners have goals. Winners accomplish goals. Winners get distracted from their goals. They may see no need for a goal setting workshop and cancel it. The challenge for Mayors and City Councils is to continually review and refine their goals from year to year. This becomes the focus of their energies – focusing on what is more important for the community. As events occur and times change, there is always a need in the city to refine the goals and redirect energies. This keeps the focus on the future rather than becoming consumed with today.

- **Taking Relationships for Granted**

Winners succeed because of the willingness to work together to get and sustain major votes. The working together is based upon the development of positive work relationships over time. It is an understanding and appreciation of individual contributions. It is an understanding of what roles each member plays. It is an understanding of how others will behave and react in different situations. But as in any relationship, we assume that it will continue on with minimal work on our parts. In marriages this assumption many times leads to divorce. With Mayors and Councils it leads to a break down in the governance process and the election at the polls. Winners become challenged by focusing on petty irritants in the relationship. Teamwork gradually begins to disappear. As a result, over time, winners can find a relationship on a dysfunctional slide, which results in increased interpersonal conflict and tension.

- **On Top of Big Issues**

Winner's success comes from getting on top of big issues. In cities, winning Mayors and City Councils have defined future goals and developed an action plan to accomplish those goals. For winners the feeling of success on big issues leads to a feeling of freedom to pursue individual agendas. With Mayors and City Councils the big issues have been addressed, so what is on the next agenda? The next agenda becomes filled with individual action items, most of which are not of major significance. As the individual items begin to consume more and more staff time, the city staff can become confused and question the true direction for the city and the individual motivations of Council Members. The city begins to lose its focus with resources being diverted to these individual agendas and issues.

- **Worrying about the Crisis**

After a winning season, winners begin to worry can we repeat. If the tension builds and concerns about winning become predominant, the goal is winning rather than addressing the issues and being successful. We lose the focus on what brought us the success of winning. We wonder what the next issue on the horizon is that will become our crisis, the next major political challenge for us as city leaders. Like with any team, when any individual players become tense the performance deteriorates. Winners find themselves losing the game and losing on issues. You start to look for crises and, in many cases, begin to generate the crisis. For Mayors and Councils it is an easy issue that can be handled quickly that becomes a major crisis because of over-analysis and over-concern.

- **Wrap Up Mentality**

Winners become challenged by the mentality that all we need to do is sustain our effort for the next season. For cities it means all we need to do is to complete our projects and wrap up our reports. The wrap up mentality shortens the horizons from focusing on the future to focusing on today. The focus of the goals becomes lost as we wrap up the issues. Life becomes boring because of no future challenges. We get impatient in our desire to wrap up issues in a timely manner. As a result, little problems can become major impediments to future success.

- **Personal Prominence**

With the success of being a winner, individuals gain prominence. Winners let the prominence, at times, go to their heads and forget the team effort that was needed to produce that winning season. Individuals get a glorified sense of their own importance. For Mayors and Councils it is the media focusing on individual contributions and accomplishments, rather than successes of the city. We forget that there is no “I” in “Team.” Our focus is on ourselves individually, rather than our city's future. For some Mayors and Councils, personal prominence is perceived as being important for future political success. Individuals begin to claim credit for the policy or action and are less likely to share credit with the team.

- **Getting Away from the Game Plan**

Winners feel they have got a successful game plan. The game plan worked for the last season. We need to communicate less and spend less time talking with each other. We need to spend less time with the process because the process is embraced. There is no need to fine-tune our game plan. There is no need to understand each other. I already know where they are coming from. In cities, Mayors and Councils take less time in work sessions and in their formal meetings. There is less discussion of individual ideas and perspective on issues. There is less discussion of future horizons. There is growing impatience with drawn out processes and at times with each other. Individuals may self-censor their comments, figuring that others are not interested or think they have heard that once before.

These are the pitfalls that challenge winners, and the response to these challenges distinguishes “Winners” from “True Champions.”

House Rules Code of Conduct and Civility

- 1. Respect others: Councilmember, City Staff and Public**
- 2. Listen to others and strive to understand, before stating an opinion or judging**
- 3. Respect to chain of command**
- 4. Do your homework, come prepared**
- 5. Be hard on issues, be easy on people**
- 6. Use staff reports as information and input**
- 7. After a majority vote, move on to the next issue**

House Rules: Code of Conduct and Civility

Mayor and City Council

City of Hermosa Beach

► House Rules

1. After majority vote, move on to next issues
2. Respect others
3. Listen to others and strive to understand, before stating opinion
4. Be hard on issues, easy on people
5. Do your homework – come prepared
6. Use staff reports as information only
7. Respect chain of command
8. Have an open mind
9. No “Sandbagging” – lobbying on behalf of self, not others
10. Decide on what is best for the community
11. Explain yourself
12. Be prepared to defend your ideas
13. Focus on issue, no “Staff Bashing”
14. Be open to hearing and public input
15. Avoid being combative
16. No cellphones – electronic devices
17. Work for broader majority
18. Be clear in direction, decisions, actions
19. No accusations in public – go to the individual in private
20. Be a positive role model

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Mayor and City Council Protocols Operating Guidelines for City Council and City Manager

Protocol 1	Simple Information
-------------------	---------------------------

- Contact Department Director or City Manager
- If Department Director is contacted, copy City Manager
- Department Head will contact City Manager
- Council members should share expectations of form of communications

Protocol 2	Research on a New Topic or Expanding Current Topic
-------------------	-----------------------------------------------------------

- Contact City Manager
- If research requires more than 1 hour; the topic will be taken to Council for direction
- Council can bring up topic during “Other Matters”

Protocol 3	Citizen Service Request
-------------------	--------------------------------

- A. First Contact
 - Refer to City Manager and/or Department Head
 - Council members should share expectations of father communication on actions or city follow up
- B. Unsatisfactory Contact
 - Refer to City Manager
 - City Manager will inform Council on follow up

Protocol 4	Agenda Process
-------------------	-----------------------

- A. Placing an item
 - Contact City Manger
 - Place on “Other Matter” for Council direction
- B. Question on item
 - Contact (email or call) Department Director, with a copy to City Manager
 - Presentation will incorporate the questions

Protocol 5	Communications: Council and Staff
-------------------	------------------------------------------

- City Manager will share the same information at the same time with all Councilmembers
- City Manager will use Council as a resource
- City staff should avoid surprises or last minute items/information

Protocol 6	Employee Contact
-------------------	-------------------------

- A. Employee initiated
 - Report contact to City Manager
 - Refer employee to supervisor or Department Head
- B. Council initiated
 - Social contact only

Protocol 7	Email Guidelines
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- Communication from Council to Council sent to Clerk
- Avoid "Reply to All"
- Use FYI for share information no reply

Protocol 8	Staff Reports
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- Provide thorough analysis
- Evaluate options
- Provide a professional recommendation
- * Avoid lobbying through others

Protocol 9	New Ideas
-------------------	------------------

- Contact City Manager

Protocol 10	Commission Communication
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- Commission communications is through responsible Department Director

Protocol 11	Spokesperson
--------------------	---------------------

- Official communication (including press release) through the Public Information Officer; Tested Mayor/Pro Tem
- Mayor and City Manager reflect the City Policy

Protocol 12	Work/Study Session	
WORK SESSION TYPE I PRE-REPORT	WORK SESSION TYPE II DRAFT REPORTS	WORK SESSION TYPE III BRIEFING
<p>Provide direction and guidance on major issues before staff analysis and report preparation</p>	<p>Refine proposed reports and recommendations prior to formal presentation and action</p>	<p>Brief Mayor and City Council on major issues, upcoming opportunities and operational matters</p>
<p><u>TOPICS:</u></p> <ol style="list-style-type: none"> 1. Define the Problems 2. Identify Issues 3. Establish Parameters and Guidelines 4. Focus on Possible Outcomes 5. Outline Process and Possible Next Steps 6. Decide Whether or Not Worth Pursuing 	<p><u>TOPICS:</u></p> <ol style="list-style-type: none"> 1. Present Background Information 2. Review and Highlights of Analysis and Options 3. Review and Refine Recommendations 4. Finalize Desired Goals and Outcomes 5. Outline Next Steps 	<p><u>TOPICS:</u></p> <ol style="list-style-type: none"> 1. Present Background 2. Discuss Topics 3. Explore City's Role or Need for Action 4. Focus on Overall Policy Direction and Guidelines

Policy Discussion Guide

THINK ABOUT ...

- Is it Consistent with *OUR VISION*
- Does it Contribute to Achieving *OUR GOAL*?
- Is it a *RESPONSIBILITY OF THE CITY*?
- Does it *ADD VALUE TO CITIZEN'S LIVES*?
- Is it *BEST FOR OUR CITY*?

(AVOID STARTING WITH SOLUTIONS/ACTIONS)

FOCUS ON ...

1. Problem(s)
2. Issues/Concerns
3. Outcomes
4. Parameters/Guidelines for Policy Development
5. Expectations